

DCI

8 March 1977

MEMORANDUM FOR: All NIOs and Secretaries

SUBJECT : Guidelines for Memoranda Prepared For and To  
Admiral Turner

General Information

1. Admiral Turner will occupy his EOB offices on Mondays, Thursday, and Saturdays. He will be here at Headquarters on Tuesdays, Wednesdays, and Fridays.

2. Admiral Turner will brief the President on Monday and Thursday evenings.

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3. To get on Admiral Turner's calendar at EOB, please contact

[redacted] will set up Admiral Turner's appointments here at Headquarters. [redacted] STATINTL [redacted] will be traveling with Admiral Turner each day. Please schedule appointments well in advance and give a subject for discussion.

Memoranda for Admiral Turner's Signature

4. Letters and memoranda to very senior people should be no longer than one page (plus attachments).

5. In memoranda prepared for Admiral Turner's signature, there should be a TO:, FROM:, and SUBJECT: line. There should be no signature block at the end of the memo. Admiral Turner prefers to initial at the FROM: line. (As of this time, we do not have a valid signature and title preference for Admiral Turner.)

Memoranda Addressed to Admiral Turner

6. Memoranda addressed to Admiral Turner should be 3 to 4 pages in length (plus attachments).

7. In all memoranda to Admiral Turner, the first paragraph should be a summary of the entire paper. The summary paragraph should contain the same information that an executive officer might write on a covering bucksliip giving the broad scope of the subject covered. (See attached example of Page 1).

WASHINGTON, D. C. 20505

National Intelligence Officers

SP - 54/77  
7 March 1977

MEMORANDUM FOR: Admiral Turner

THROUGH: Deputy to the DCI for National Intelligence

FROM: National Intelligence Officer for Strategic Programs

SUBJECT: What Role Should Intelligence Play in US-Soviet Net Assessments?

Summary

This memorandum responds to your request for comments on the conduct of US-Soviet net assessments by the Intelligence Community. It distinguishes among types of net assessments, which can range from simple one-on-one analyses of weapon systems to comprehensive assessments of the US-Soviet military balance and even of the total US-Soviet "correlation of forces," both military and non-military. It reports the mixed reaction which consumers have had to the limited net assessments which have appeared in NIEs and other intelligence issuances. In paragraph 8, it discusses the pros and cons of focusing the management of national net assessments in the Intelligence Community. Finally, noting Mr. Bush's position that the DCI should support the establishment of a national-level net assessment mechanism, it recommends that you support the procedures the NSC has adopted for conducting net assessments in PRM-10, but warns that extensive intelligence support for such studies will further tax our already-strained analytical resources.

Background

1. National Intelligence Estimates and single-agency intelligence studies have often made comprehensive net assessments of the relative capabilities of various pairs and groups of third countries, such as [redacted]

[redacted] In these studies, the military and sometimes other aspects of the local balances

NOTE: This memorandum has been coordinated with the NIOs for the USSR and Conventional Forces, and with representatives of the Directorate of Intelligence and the Intelligence Community Staff.

SECRET

Classified by [redacted]  
Exempt from general  
declassification schedule of E.O. 11652  
exemption schedule 5B (1), (2), (3)  
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